PROPOSAL EVALUATION WORKSHEET (CONSENSUS)

EVALUATION FACTOR: INFORMATION TECHNOLOGY SERVICES PLAN (RATED)

PROPOSER: Keolis

DATE: 9/11/2013

CONSENSUS RATING: Good

NARRATIVE SUMMARY: The Proposer met the stated requirements for the Information Technology Services Plan and exceeded the criteria in a number of areas. A few weaknesses were identified, but all are considered minor and would not need to be corrected. A commitment to open information sharing with the MBTA was the highlight. Compliance with international standards was another strength, including some not required in the RFP. The Proposer's information described a feasible two-year plan to achieve the higher-level standards compliance. The weaknesses noted were in the level of detail in the description of call center and root cause analysis processes.

Objective:

The following are the objectives for the Information Technology Service Plan evaluation factor:

1) To identify Proposers that demonstrate ability to operate a professional information technology (IT) organization that follows and complies with industry best practices, uses metrics to monitor and improve performance, and successfully operates, maintains, and upgrades the full suite of IT systems and elements needed for delivery of the Commuter Rail Operating Agreement services and the Commuter Rail IT Environment;

2) To identify Proposers with experience complying with standards and best practices including PCI-DSS (Payment Card Industry-Data Security Standard);

3) To identify Proposers with a proven approach to sharing data and system access with customer/agency management in a timely fashion to support contract oversight and planning functions; and

4) To identify Proposers with a high level of ability (i) assessing and managing risks within a complex IT organization involving legacy components and new technology, and (ii) finding creative solutions to ensure efficient and uninterrupted operations.

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Evaluation Criteria:

The Proposer has demonstrated the ability to develop, implement, operate, maintain and upgrade an IT organization and related systems and elements, all in compliance with industry best practices. The Proposer has demonstrated its experience in complying with various best practices including, but not limited to, PCI-DSS. Furthermore, the Proposer has demonstrated reliable approaches to ensuring full data and system access with agency management to ensure proper oversight and monitoring, as well as the ability to ensure efficient and interrupted operations consisting of both legacy systems and new technology.

Instructions:

Evaluators must rate each requirement outlined in the table below as one of the following: (i) Exceptional; (ii) Good; (iii) Acceptable; (iv) Potential to Become Acceptable; or (v) Unacceptable. Please note the following explanations when rating each requirement:

1) A rating of Exceptional is appropriate when the Proposer has demonstrated an approach that is considered to significantly exceed stated criteria in a way that is beneficial to the MBTA. This rating indicates a consistently outstanding level of quality, with very little or no risk that this Proposer would fail to meet the requirements of the solicitation. There are no weaknesses.

2) A rating of Good is appropriate when the Proposer has demonstrated an approach that is considered to exceed stated criteria. This rating indicates a generally better than acceptable quality, with little risk that this Proposer would fail to meet the requirements of the solicitation. Weaknesses, if any, are very minor. Correction of the weaknesses would not be necessary before the Proposal would be considered further.

3) A rating of Acceptable is appropriate if the Proposer has demonstrated an approach that is considered to meet the stated criteria. This rating indicates an acceptable level of quality. The Proposal demonstrates a reasonable probability of success. Weaknesses exist but can be readily corrected through requests for Clarification or Communications.

4) A rating of Potential to Become Acceptable is appropriate if the Proposer has demonstrated an approach that fails to meet stated criteria as there are weaknesses, but they are susceptible to correction through Discussions. The response is

considered marginal in terms of the basic content and/or amount of information provided for evaluation, but overall the Proposer is capable of providing an acceptable or better Proposal.

5) A rating of Unacceptable is appropriate if the Proposer has demonstrated an approach that indicates significant weaknesses and/or unacceptable quality. The Proposal fails to meet the stated criteria and/or lacks essential information and is conflicting and/or unproductive. There is no reasonable likelihood of success; weaknesses are so major and/or extensive that a major revision to the Proposal would be necessary.

Ratings for each requirement must be recorded in the associated Rating column, and a detailed explanation of why a particular rating was given to a requirement must be recorded in the associated Comments/Justification for Rating column. The Appendix B Section column identifies relevant sections of Appendix B (Operations and Management Proposal Instructions) to the Instructions to Proposers.

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Requirement No.	Appendix B Section	Requirement	Rating	Comments/Justification for Rating
1.	B10.2(A)	The Proposer shall provide an Information Technology Services Plan that describes in detail the Proposer's approach to providing the IT services described in the Contract including, but not limited to, Schedule 3.16 (Information Technology Requirements) of the Commuter Rail Operating Agreement. Elements of that Plan shall include, but not be limited to, proposed approaches to the following: 1. Delivering application and data interfaces; 2. Maintaining source code escrow; 3. Sustaining and/or transitioning the existing IT environment during mobilization; 4. Replacing and upgrading IT systems to keep the same in a state of good repair; 5. Tracking and escalating issues; 6. Understanding and utilizing new technologies such as RFID (radio frequency identification);	**Good**	**The Proposer met the stated requirements for the Information Technology Services Plan and exceeded the criteria in a number of areas. A few weaknesses were identified, but all were considered minor and would not need to be corrected.** **The Proposer demonstrated clear understanding of the value of open information sharing with the MBTA. The Proposer unequivocally committed to sharing data with the MBTA, even to the point of not making clear how such access would be secured (to protect employee privacy, for example).** **The proposed approach for software escrow exceeded the stated requirement by having a secondary copy of the contents maintained at a disaster recovery facility.** **The Proposer acknowledged the difficulty of the Operator IT environment transition and described how those risks would be mitigated – through their past experience, corporate support, and a phased approach.** **The Proposer's method for replacing and upgrading IT systems was cautious for good reason. The Proposer's plan for an audit is a sensible one.** **Using ServiceNow, a cloud-based IT service management and issue tracking system, is an excellent choice, as this product is considered best-in-class. This exceeded the**

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Requirement No.	Appendix B Section	Requirement	Rating	Comments/Justification for Rating
		7. Documenting the IT environment; 8. Managing an IT organization and staff; 9. Conducting regular reviews and meetings with the MBTA; 10. Complying with MBTA and other applicable standards; 11. Applying sound change management, project management, and configuration management practices; 12. Operating an IT service center and responding to and repairing reported problems; 13. Performing root cause analyses; 14. Developing and implementing IT asset lifecycle plans; 15. Implementing a quality assurance program;		**minimum requirements in this area.** **The Proposer showed a clear understanding of Radio Frequency Identification (RFID) technology implementation and benefits, including mentioning how it could be integrated with other systems. The Proposer did indicate a misunderstanding of the state of technology in the United States with mentions of Near Field Communications.** **The proposed approach for maintaining documentation met the stated requirement and demonstrated specific thinking in the numbering scheme described.** **The Proposer's organizational structure for IT was acceptable, but the information security role should probably be at a higher level.** **The Proposal had strong commitments regarding standards compliance including Project Management Institute (PMI) certification and International Organization for Standardization (ISO), and indicated a feasible two-year implementation timeline. The Proposer did reference some policies and standards that do not apply here and did not clearly reference our appendix of required policies.** **The Proposer's change management process makes extensive use of Project Management Institute (PMI)**

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Requirement No.	Appendix B Section	Requirement	Rating	Comments/Justification for Rating
		16. Performing monitoring and reporting of performance of IT functions and complying with service level agreements; 17. Providing appropriate and timely access to MBTA to Operator IT staff and systems; and 18. Negotiating and managing contracts with IT suppliers responsibly and by seeking the best value at all times.		**best practices. The description of how the Proposer would employ that was somewhat generic.** **One weakness noted was lack of mention of call recording in the Proposer's description of its IT service center and problem resolution process. Another was the lack of mention of deadlines in the root cause analysis process, as was the lack of description of what types of events would trigger a root cause analysis.** **The Proposer's description of its quality assurance program used a number of industry buzzwords without clear context, but made strong reference to ISO standards compliance.** **Monitoring of the IT environment and reporting on its status was an area of strength in the Proposer's information. Real-time log capture and an IT service catalog were two of the highlights.**
2.	B10.2(B)	The Proposer shall: (i) identify those portions of the information that it provided in response to B9.2(A)(1) – (18) of Appendix B that it considers to be innovative, best practice, beneficial to MBTA Customers and/or cost efficient, and	**Acceptable**	**ISO standards compliance is an excellent goal. None of the items listed qualify as innovative, however.**

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Requirement No.	Appendix B Section	Requirement	Rating	Comments/Justification for Rating
		(ii) submit information supporting or otherwise validating its position that said portions are innovative, best practice, beneficial to MBTA Customers and/or cost efficient.		

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Steven Mello 10/31/2013 10/31/13

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